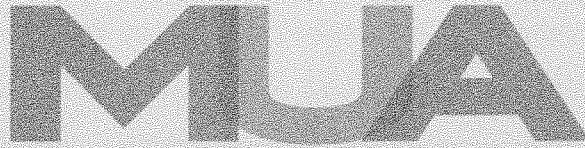




MUA/RASA/EXAM/QP/2012

The
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POSTGRADUATE UNIVERSITY EXAMINATIONS -APRIL 2013

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF EXECUTIVE MASTER OF BUSINESS ADMINISTRATION

EMBA 502: HUMAN RESOURCE MANAGEMENT

DATE: 17TH APRIL 2013

DURATION: 2 HOURS
MAXIMUM MARKS: 60

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **four (4)** questions.
4. Question **ONE** is compulsory .
5. Answer any other **TWO** questions.
6. Question one carries **30 MARKS** and the rest carry **15 MARKS** each.
7. **Write all your answers in the Examination answer booklet provided.**

QUESTION ONE**MTHUNZI**

Peter completed his bachelor's degree four years ago at one of Kenya's top universities, with HRM as one of his two majors. He was employed as an HR manager by one of the largest internet software companies in Africa, Soft Specials Dot Com that specializes in B2B network software. They have been in business since 1990, and with the boom in electronics especially in the software industry they have grown at a rate of 150% per year. Peter has done so well in recruiting the right person for the right job in the right role that he was promoted to HR Director at the group head office six months ago. The labor turnover is only 2%, which is actually not alarming for Peter, but he knows it is because of their excellent remuneration packages and other benefits. They also promote internally and everybody knows that he or she will get rewarded if he or she works hard in the organization. Peter has recently promoted one of his best candidates, Mthunzi, to fill his vacancy as HR manager.

Peter has just been called in by the CEO to help Mthunzi, the new HR manager, at Soft Specials Dot Com. Peter was informed that the labor turnover had jumped up to 20% in the last six months since he had been promoted. The very first thought that came into Peter's mind was "Have I made a mistake by promoting Mthunzi to HR Manager?"

Customer demand to license Soft Specials Dot Com's software boomed so much in the last 2 years that more than 80 new software programmers have been taken on to help develop a new range of software products. Soft Specials Dot Com's growth has been so swift that the company still operates informally, its organizational structure is loose and flexible, and programmers are encouraged to find solutions to problems as they go along/ although this structure worked well in the past, Peter has been told that problems are arising.

Peter knows that his job now will be to solve some management problems that have arisen because of the rapid growth, and also the increase in labor turnover, all of a sudden. Peter also learned that there have been increasing complaints from employees that good performance is not being recognized in the organization, and that they do not feel equitably treated lately. Moreover, there have been complaints about getting managers to listen to new ideas and to act on them. A bad atmosphere is developing in the company and recently several talented employees have left. Peter can sense a negative organizational culture developing.

REQUIRED:

- a) Soft Specials has operated very informally and it is likely that there is no recruitment and selection policy which Mthunzi could utilize to guide his recruitment and selection process. You are required to formulate a recruitment and selection policy for Peter to give to Mthunzi which will prevent some of the bad recruitment and selection decisions which Mthunzi has made over the past few months. (10 Marks)
- b) Examine five key issues that should be covered in compensation at Soft Specials Dot Com? (10 Marks)
- c) Propose how Maslow's hierarchy of needs could be used to eliminate some of the problems apparent in this scenario. (7 Marks)
- d) Define the three key by-products of job analysis could assist this organization in strategy implementation. (3 Marks)

QUESTION TWO

- a) Name three perspectives that capture how conflict is viewed in industrial relations. (3 Marks)
- b) Assess four main contexts that have almost rendered the Trade Union movement in most countries irrelevant. (8Marks)
- c) Explain the importance of effective training in an organization (4 Marks)

QUESTION THREE

- a) Differentiate between occupational safety, health and security. (3 Marks)
- b) You have been employed to head the HR function in a large organization in Kenya but found out that occupational safety and health issues are taken casually. Develop a report to other management team members containing at least six strategies for each areas of concern you will put in place to manage healthy and security in the organization. (12 Marks)

QUESTION FOUR

- a) Make an analysis of the subsidiary bases of a strategy. (5 Marks)
- b) Compare strategic Human Resource Management and conventional Human Resource Management. (10 Marks)